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U.S. DEPARTMENT OF AGRICULTURE

February 10, 1944

NUTRITION PROGRAMS BRANCH MEMORANDUM NO. A-1

To: Branch and Division Chiefs, Regional Directors

From: M. L. Wilson, Chief
W. H. Sebrell, Associate Chief
Nutrition Programs Branch


Subject: Nutrition Programs Branch Memoranda

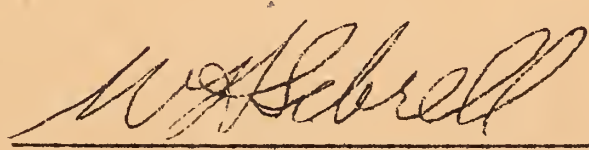
The purpose of this memorandum is to establish a new series to describe the functions of the Nutrition Programs Branch.

Director's Memorandum No. 2, Supplement 24, dated November 30, 1943, realigned the functions of the newly created Nutrition Programs Branch. The new series which supersedes the memoranda issued by the Nutrition and Food Conservation Branch, will be identified alphabetically as follows:

- A. General Memoranda
- B. Memoranda Relating Specifically to the Community Nutrition Services Division
- C. Memoranda Relating Specifically to the Special Services Division

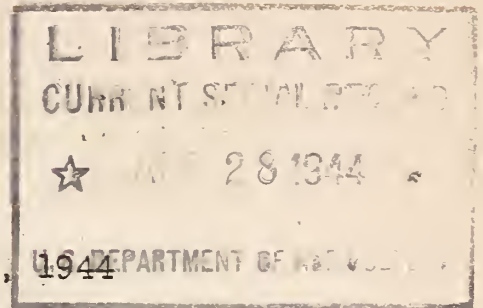
This series will be the principal medium of contact between Washington and the field with respect to policy and formalized procedure.


Chief, Nutrition Programs Branch


Associate Chief, Nutrition Programs Branch

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February 10, 1944

NUTRITION PROGRAMS BRANCH MEMORANDUM NO. A-2

To: Branch and Division Chiefs, and Regional Directors

From: M. L. Wilson, Chief
W. H. Sebrell, Associate Chief
Nutrition Programs Branch

Subject: Functions and Organization of Nutrition Programs Branch

Director's Memorandum No. 2, Supplement 24, dated November 30, 1943, outlines the functions of the Nutrition Programs Branch. This is the first of a new series of Branch memoranda designed to describe the functions of the new Branch.

I. Aims and objectives

The aims and objectives* of the Nutrition Programs Branch are as follows:

- a. To plan and organize a coordinated Nation-wide program for the improvement of nutritional standards and food habits as a safeguard to the national health.
- b. To maintain liaison at Federal, State, and local levels with all agencies, public and private, and with individuals carrying on nutrition activities or interested in nutritional problems.
- c. To enlist the cooperation of such agencies or individuals in carrying out educational programs designed to encourage a better public knowledge of food facts and balanced diets necessary for health.

II. Washington Branch Organization

To carry out the aims and objectives of the national nutrition program, the Branch is divided as follows:

a. Office of the Chief

The office of the chief will be responsible for the over-all planning and direction of the Nation-wide nutrition program. It will maintain constant liaison with agencies and individuals responsible for food and nutrition programs through the Interdepartmental Nutrition Coordinating Committee. If scientific advice on nutrition questions is needed, the Branch may avail itself of the services of the National Research Council.

*The aims and objectives listed in this section derive their basic authority from Executive Order No. 8890, September 3, 1941, which created the Office of Defense Health and Welfare Services.

The Office of the chief is composed of: M. L. Wilson, Chief; Dr. W. H. Sebrell, Associate Chief; J. C. Leukhardt, Executive Assistant.

- b. The Community Nutrition Services Division will have specific responsibility for furthering the advancement of the program in the field in cooperation with State and local nutrition committees. To this end it will have the following functions:

To plan educational and activating programs designed to encourage a better public knowledge of food facts and balanced diets necessary for health; to implement such programs by (1) working with the Interdepartmental Coordinating Committee on the formulation of basic plans, (2) utilizing the advice of the committees of the National Research Council and other essential advisory services, (3) interpreting to State nutrition committees the plans formulated as essential to achieving national nutrition objectives, (4) proposing specific projects which may be carried out by the local nutrition committees, (5) assisting State and local nutrition committees through advisory services of field consultants to State nutrition committee chairmen, (6) maintenance of communication with State nutrition committee chairmen and executive secretaries assigned to assist State committees with State and local programs, (7) serving as a clearing house for dissemination of information about projects carried out by the individual State and local committees; in general to work toward building a coordinated structure of State and local nutrition activity to improve the dietary habits and nutritional status of the American people.

To facilitate the administration of these functions the Division is organized into two Sections: (1) National Nutrition Activities Section (2) State and Local Nutrition Activities Section.

Miss Jessie W. Harris will direct the work of the Division. Miss Margery Vaughn will serve in the capacity of Assistant Chief, as well as Chief of the State and Local Nutrition Activities Section. Mrs. Rowena Carpenter will serve as Chief of the National Nutrition Activities Section.

- c. The Special Services Division will handle all corollary functions not specifically related to coordination activities or to the over-all programs of the State and local nutrition committees. Among its functions will be:

To formulate programs designed to develop the public health implications of malnutrition and to enlist the cooperation of physicians and public health officers in the national nutrition program; to maintain liaison with food industries and other commercial groups with respect to the part that might be played by them in the national nutrition program; to formulate and promote workers' nutrition education programs; to serve as a central point within the Branch for securing information as to Office of Distribution Activities which affect the national nutrition program.

- d. This Division will be under the general direction of Mr. J. C. Leukhardt. Dr. Walter Wilkins will develop programs to enlist the cooperation of physicians and public health officers. Miss Louise Griffith will maintain liaison with food industries and other commercial groups and with other national organizations. Dr. Mark Graubard will promote workers' nutrition education programs.

M. L. Wilson

Chief, Nutrition Programs Branch

W. Sebrall

Associate Chief, Nutrition Programs Branch

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WAR FOOD ADMINISTRATION
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February 10, 1944

NUTRITION PROGRAMS BRANCH MEMORANDUM NO. A-3

To: Branch and Division Chiefs, and Regional Directors

From: M. L. Wilson, Chief
W. H. Sebrell, Associate Chief
Nutrition Programs Branch

Subject: Washington-Field Relationships of the Nutrition Programs Branch

Director's Memorandum No. 2, Supplement 24, fixed the responsibility centrally for the development and operation of nutrition programs in the Nutrition Programs Branch. It is recognized that various regionalized and nonregionalized operations related to these programs will require close working understandings between the Branch and the regions. This memorandum is designed to clarify the following areas: (1) relationships with the State nutrition committees (2) relationships with the regions.

I. Working Relationships with the State Nutrition Committees

- a. The line of contact with the committee chairmen with respect to the "coordinating" programs developed by the Washington Branch will be either by direct communication from the Branch or through field consultants. Field consultants will be officially stationed in Washington and will travel in areas coterminous with each of the Office of Distribution regions. It will be the function of these consultants to act as personal representatives of the Branch in presenting and interpreting Branch programs to State Chairmen and to keep the Washington Branch advised of the developments in the State programs.
- b. Branch personnel will be detailed at the request of the State chairmen to assist them in implementing the program of the committee at both State and local levels. These persons officially will be designated as executive secretaries and will be under the direct supervision of the State chairmen. Subsequent memoranda will define the relationship of the secretary to the chairman of the nutrition committee in greater detail.
- c. Contact with the State chairman by the Office of Distribution regional offices will be accomplished by membership of the State Supervisor of the Office of Distribution or his representative on the nutrition committee. Any program development carried on by



the Washington office with the State committees which involve OD operation programs should clear with the Office of Distribution State Supervisor, or his representative, who is a member of the committee.

- d. Contact with the State nutrition committees will also be maintained through special bulletins prepared solely for the use of the State committee. In addition, there will be a monthly nutrition news letter and special distribution of pertinent publications on nutrition subjects. Where special regional materials such as radio programs, press material and informational bulletins are needed, it has been arranged that the facilities of the Marketing Reports Division in the Office of Distribution will be made available to the State nutrition committee chairmen through the OD members of the nutrition committees or through other specially arranged channels.

II. Relationship of Nutrition Programs Branch to the Regions

- a. The chief of the Branch or authorized members of his staff will from time to time consult with the regional directors in order to make certain the Nutrition Programs Branch activities are in harmony with Office of Distribution regional policy and programs. Constant contact with the regional offices in this regard will also be maintained through field consultants assigned to the several regional areas.
- b. It is assumed that the facilities of the various service divisions in the region will be made available to the personnel of the Nutrition Programs Branch stationed in the field. This arrangement would be similar to that afforded the field personnel of the nonregionalized operations of the commodity branches.
- c. On the State level, Office of Distribution regional offices will have contact with the Nutrition Programs Branch activities through the State Office of Distribution office memberships on the State nutrition committees. As a member of the committee, it is expected that the State Supervisor or his representative on the committee will call the attention of the committee to Office of Distribution programs which will need the assistance of the committee. The Office of Distribution member on the State committee, in other words, will be in a position to enlist the aid of the committee in OD operating programs but will not have any responsibility for the over-all program of the nutrition committees.
- d. In accordance with recent allotment advices issued by the Budget Division, the region has been furnished with a restricted allotment which will provide funds and travel for the employment of executive secretaries. This fund will be encumbered in accordance with instructions from the Washington Branch.

Executive secretaries will be hired by the regional Personnel Division acting under instructions from the Nutrition Programs Branch. The Branch will forward nominations made by the State nutrition committee chairmen to the Personnel Division in the region. With this will go a letter of instruction directing the encumbrance of the fund allotted to the region to the extent of the number of persons hired. Every effort will be made by the Branch to see that candidates for the position of executive secretary are placed on the Civil Service Commission's list of eligibles.

Travel authorization will be handled at the regional office in accordance with instruction issued by the Washington office. Salary and leave records will be handled in accordance with established procedures.

(S) M. L. Wilson

Chief, Nutrition Programs Branch

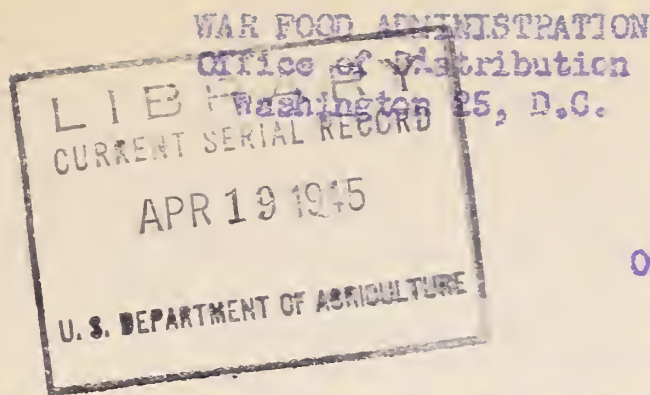
(S) W. H. Sebrell

Associate Chief, Nutrition Programs Branch

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October , 1944

NUTRITION PROGRAMS BRANCH MEMORANDUM NO. A-4

To: Branch and Division Chiefs and Regional Directors

From: M. L. Wilson, Chief
W. H. Sabrell, Associate Chief
Nutrition Programs Branch

Subject: Functions of State Nutrition Committee "Executive Secretaries"
and Administrative Relationships Involved in Their Assignment.

Nutrition Programs Branch Memorandum A-2 and A-3 outline respectively the "functions and organization" of the Branch and "Washington-field relationships." From these previous memoranda the following major points, pertinent to this memorandum, are summarized: (1) The Branch has responsibility for furthering the development of a coordinated Nation-wide nutrition program. The underlying objective of this program is to encourage the best nutritional use of the available wartime food supply as well as to extend knowledge and application of the principles of good nutrition as widely as possible as a long-range influence in raising national health levels. (2) State and local nutrition committees sponsor and coordinate State and local nutrition programs toward these ends. (3) The Branch assists State and local committees in carrying out their programs through the assignment of Branch personnel detailed to serve as executive secretary to State nutrition committees, and through other coordination facilities.

The purpose of this memorandum, No. A-4, is to outline more specifically the functions of the executive secretaries with relation to the work of the State nutrition committees and to further define the administrative relationships involved in their assignment, as Branch employees, to assist in the work of these committees.

I. Assignment of Executive Secretaries

Branch personnel, under the Civil Service title of "Home Economist," have now been assigned to most of the State nutrition committees, at the committees' request, to serve the individual committees in the capacity of "executive secretary." These employees are subject to all Civil Service rules and regulations affecting Federal employees. Their

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assignments have been made under the Branch's authority to provide to States and localities the services of staff personnel to assist in facilitating State and local nutrition programs. Salaries and traveling expenses for these employees are paid by the Nutrition Programs Branch. The Branch also furnishes such necessary supplies as letterheads, penalty envelopes, etc., under regulations applying to cooperative Federal-State activities. However, the responsibility for providing adequate office space, clerical assistance, and other general facilities for the executive secretary rests with the State nutrition committee.

II. Functions of Executive Secretaries

a. General functions and responsibilities of the executive secretaries are summarized as follows:

- (1) Acting under the specific direction of the State nutrition committee chairman or the committee's executive body, to participate in the committee's routine business of meetings, conferences, program planning, etc.
- (2) Under similar direction, to represent the State nutrition committee in its further coordination activities with State agencies and groups represented on the committee, and to be responsible for such other State activities related to the work of the committee as are specifically assigned by the chairman or the executive committee.
- (3) In the communities and other local areas to assist city, town, and county nutrition committees in developing local programs in line with State and national objectives, and to further assist in problems of coordination of local resources toward meeting local nutrition needs.

b. After the State committees have planned their programs with relation to State and national needs, the essential job is to interpret their objectives to local nutrition committees and to encourage the development of local action programs. The services of the executive secretaries provide a new and most important facility in accomplishing these aims. Under the coordinated planning of the local nutrition committees, local activities are then concentrated on securing the active participation of the housewife in reaching nutrition objectives.

III. Inter-relationship of Function of Executive Secretary Between the State Nutrition Committees and the Nutrition Programs Branch

a. Responsibility to State nutrition committees

- (1) The national nutrition program exists largely as the coordinated aggregate of all Federal, State, and local nutrition activities and interests operating within a broad framework developed jointly by the Nutrition Programs Branch, its cooperating Federal and

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national agencies and groups, and State nutrition committees. The State nutrition committees have full responsibility for their program within each individual State. Cooperative programming and other relationships with the State nutrition committees are maintained with the Nutrition Programs Branch through periodic national and regional conferences, through direct communication, and through personal conferences with the Branch's field consultants.

- (2) On program matters, the line of contact between the Branch and the executive secretary is through the State nutrition committee chairman or the committee's other representative. The field consultants maintain personal contact jointly with the State chairman and the executive secretary, but the executive secretary takes her immediate direction and supervision from the State nutrition committee chairman or the chairman's alternate.
- (3) The executive secretaries are required to submit a monthly report of their work to the chairmen of the State nutrition committees. Copies of these reports are transmitted by the State chairman to the Nutrition Programs Branch.

b. Responsibility to the Nutrition Programs Branch

The executive secretaries are administratively responsible to the Nutrition Programs Branch with respect to established Departmental and Civil Service requirements for Federal personnel. They are required to conform to all Departmental and Civil Service administrative regulations and procedures regarding personnel, travel, use of frank, salary, leave, etc. Separate memoranda of instructions to executive secretaries, based on these regulations and procedures, will be issued as occasion demands, copies of which will be furnished to the State nutrition committee chairmen for their information.

The field consultant is responsible for periodic appraisal with the State nutrition committee chairman of the effectiveness of the work of the executive secretary. Such appraisals will furnish the basis for efficiency ratings for which the field consultant will serve as rating officer. Monthly reports submitted by the executive secretary will serve as the basis for further judgment of the personal efficiency of the executive secretaries.

